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**Report of Records Management Survey of Executive Registry,
Office of the Director**

I. PURPOSE:

To review the effectiveness of the records systems and mail and file operations of the Executive Registry.

II. BACKGROUND AND APPROACH:

Assistant to the Director, [] requested a follow up review of the records management survey made in 1958. The review began on 29 April 1963 and involved interviews with principle users of the Registry and examination of mail control procedures, filing systems, and personnel requirements.

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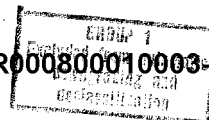
III. FINDINGS:

1. The Executive Registry is charged with receiving and dispatching all mail; maintaining a central document file for the immediate Office of the Director, and controlling all papers throughout the Office.
2. The Registry is the office of record for official actions of Agency top management, and the files it maintains document their decisions and policies. The manner in which these files are maintained and serviced is of utmost importance in the processing of papers for executive action. The Registry must provide promptly papers needed for decision making, and it must be prepared to furnish all papers pertinent to the subject being considered.
3. In general, persons using the Registry are pleased with the service, but in some instances users felt a need for assurance that the Registry is furnishing all papers pertinent to a given subject.
4. Procedures for handling communications in and with the Office of the Director have been published in [] but no written instructions have been prepared detailing the responsibilities, procedures and services of the Registry.
5. The Registry is in a unique position organizationally and in many respects renders a highly personalized service to top officials. Its personnel and operating procedures must be sufficiently flexible to satisfy the varied demands of such a service.

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6. As noted by the survey of 1958, the high rate of turnover of employees continues to present a problem in respect to maintaining an experienced and well trained staff.
7. The Chief of the Executive Registry serves also as Area Records Officer for the Office of the Director. He has done a good job in implementing instructions in the records control schedule and adopting many of the recommendations made in the survey of 1958.

IV. CONCLUSIONS:

If the overall efficiency of the present Registry operation is judged on its ability to move the mail and produce wanted papers expeditiously, its rating is high. However, improvement is possible in respect to written procedures, filing systems; records disposition; manpower requirements; reduction of personnel turnover and formal training of key staff members.

V. RECOMMENDATIONS:

The recommendations summarized below are described in detail behind the tabs indicated:

- A. Prepare written procedures
- B. Install Subject-Numeric File System
- C. Revise Records Control Schedule
- D. Prepare Training Schedule
- E. Hire older, experienced personnel.
- F. Keep Work Load Statistics



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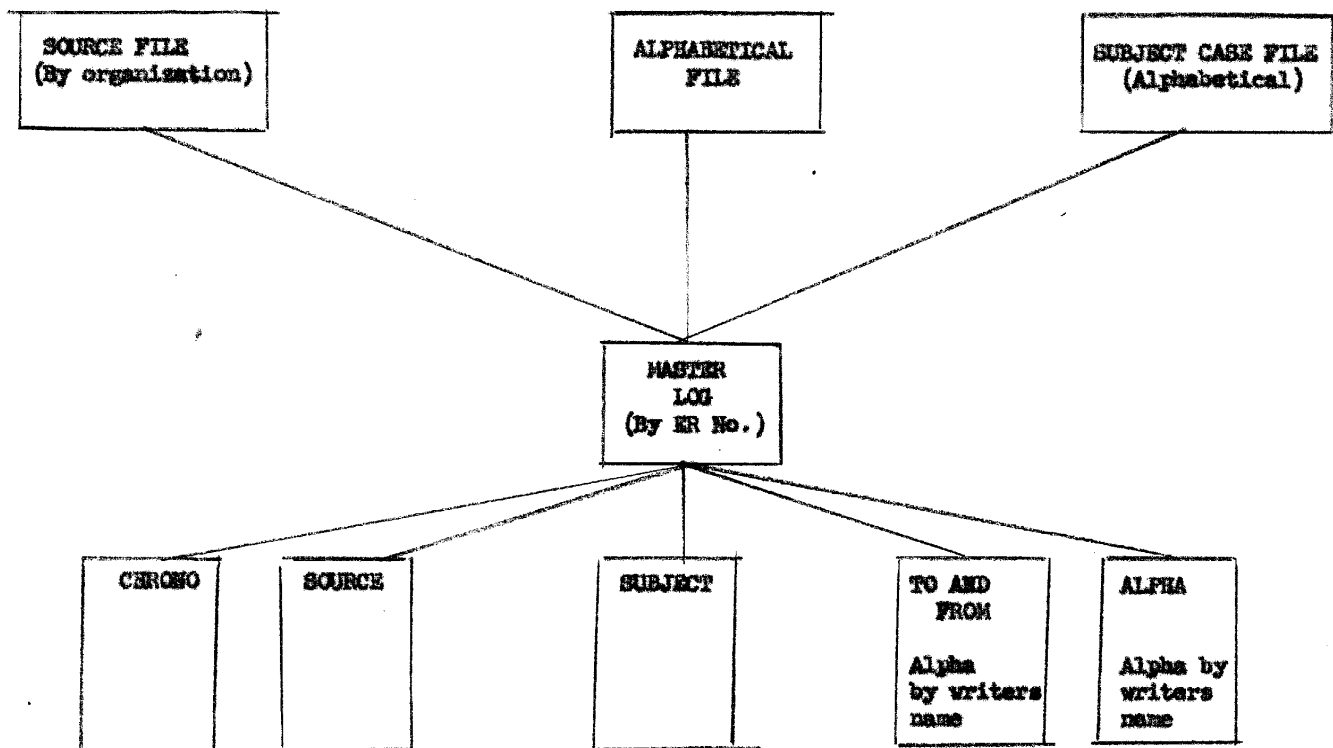
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Present Filing System of Executive Registry



CROSS REFERENCE FILES

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PRESIDENT ARRANGEMENT OF EXECUTIVE REGISTRY FILES**Source Files**

These files are arranged by Agency and contain both incoming and outgoing correspondence.

CIA Components (by organization)

White House

State

Defense

Joint Chiefs of Staff

DIA

Army

Navy

Air Force

Etc.

Alphabetical Files

This file contains correspondence with the general public on various subjects and is arranged alphabetically by name of writer.

Subject Files

This is an alphabetical subject file. A folder is set up upon request of a customer or at the discretion of the Chief, Executive Registry. Subject headings for the folders are assigned by Executive Registry. The following 91 subject folders are in file:

A - Fine Arts Commission

[REDACTED]

[REDACTED]

Awards

CIA Honor Award Board

Agreed Activities

Daily Appointments

Assessment of Security during the President's Visit to Venezuela and Columbia

[REDACTED]

B -

[REDACTED]

[REDACTED]

Building Maintenance/GSA

Headquarters Building Material

Boulder

C - Communications

Crusade for Freedom

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C - (continued)

[REDACTED]
Memo of Conversation
McCone Conversations
CIA Career Service Board
Commendations
Corner Stone Ceremony
Commendations -- Efficiency Report
Confidential Funds
Consultants
Board of Consultants (Survey)

D -

[REDACTED]

E -

[REDACTED]

CIA Emergency Planning
Equal Employment Opportunity
Elint (See also OSD and PRC)
Elint
Educational Experts

F -

Flying Objects
Far East Command
Far East Command - Operations

[REDACTED]

Foreign Affairs

Foreign Affairs - [REDACTED]

Foreign Service Education Foundation - [REDACTED]

Freedom Fund

[REDACTED]

G - Government Campaigns

[REDACTED]

H - Haiti

Hungarian Revolt

[REDACTED]

K -

[REDACTED]

L -

[REDACTED]

Manpower/Efficiency Task Force

M - National Defense Executive Reserve

National Security Medal

National Committee Free Europe

National Intelligence Survey (NIS)

Near East Foundation

New Building

NSCID

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O - OSS-Book
OSS-Television
Organization-CIA
Operational Alert

P - CIA Planning Group
Press and Publications
[redacted]

R - Memo for the Record
Research Inst. of America (RIA) [redacted]
Roosevelt's Promises re: North African Independence
R.F.E.
[redacted]

World Rehabilitation File
Reports (Misc)
Retirement Program

S - Switback
Swift Strike
Scientific and Technical Advisory Board
[redacted]

SHAPE
SPY
Summit Talks
Speech

T - Truman-Churchill Talks
Tolyson Foundation
Tariff Commission

U-V [redacted]
Vagrant (See NATO)
V.O.A. (Voice of America)

U-2 - U-2 Incident May 1, 1960

W - World Brotherhood

A. PREPARE PROCEDURAL INSTRUCTIONS FOR REGISTRY OPERATIONS AND APPROVE THEM AS POLICY

1. The Executive Registry receives, controls and dispatches all mail for the immediate Office of the Director, and maintains the official files of that Office. The work involved in this operation includes:

- Logging
- Abstracting
- Routing
- Dispatching
- Operating a Courier service
- Classifying documents for filing
- Filing
- Searching
- Maintaining cross reference files
- Preparing a daily reading file
- Assembling documents for forwarding
- Reproducing documents
- Destroying documents
- Retiring documents

2. Written instructions for key steps of the total operation and the services performed should be prepared and approved as policy. Such instructions would give the Registry a more formal status in Office operations; would clarify responsibility and would inform top officials of services provided. These instructions should include an updated dispatch guide and a description of the types of papers needed in the daily reading folder.

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**PROPOSED FILES ARRANGEMENT FOR
EXECUTIVE REGISTRY**

REFERENCE FILES

1. CONTENT:

Action papers
Information papers
Intelligence Information
reports
Finished intelligence
Other publications

2. ARRANGEMENT:

Chronologically,
numerically or
alphabetically
as appropriate.

3. DISPOSITION:

Temporary. Destroy
action papers after
6 months; all others
after 3 months.

OFFICE SUBJECT FILES

1. CONTENT:

Subject case folders
Action memos
Executive Memos
General correspondence
received and sent by
the Office
Records of Staff meetings

2. ARRANGEMENT:

Subject-numeric system.

3. DISPOSITION:

Permanent. Cut off at
end of each calendar
year; hold 2 years then
transfer to Records
Center.

PUBLIC RELATIONS FILES

1. CONTENT:

Crank mail
Requests for information
Complaints

2. ARRANGEMENT:

Alphabetically by name
of writer.

3. DISPOSITION:

Temporary. Destroy after
3 months. (Excluded are
those cases resulting in
investigation.)

ATTACHMENT B

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B. INSTALL A SUBJECT-NUMERIC FILING SYSTEM FOR PERMANENT RECORDS OF THE OFFICE

1. The present filing system of the Registry involves three basic arrangements (Attachment A). There is a source file arranged by CIA components and other Federal agencies; an alphabetical file of correspondence with the general public arranged by name of writer, and a subject case file arranged alphabetically by title of subject. Access to these files is controlled by a Master Log file arranged by ER number and showing the filing location. Five cross reference files are maintained by source, subject, to and from, alphabetical, and chronological. These furnish the ER number and lead the searcher to the Master Log for file location.
2. Although this system has been able to produce wanted papers expeditiously, it does not provide the quality of documentation possible. Subjects are scattered and temporary and permanent records are mixed in the files. Finding documents becomes too dependent on cross reference files and the Registry number. Control records, which should be used to account for a paper until it is ready for file, become an index that must be retained indefinitely. At the present time 87 trays of Master Logs and cross reference files are maintained in ER for the period 1955-1962.
3. A properly organized subject-numeric file brings together all papers relating to a particular function, project or case; it segregates permanent and temporary records so that no screening of papers is required for retirement or destruction; and the system requires no index. The files arrangement proposed for the Registry (Attachment B) uses the subject-numeric system for those papers considered to have permanent retention value.

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C. REVISE THE RECORDS CONTROL SCHEDULE

25X1 The present records control schedule is more than 3 years old. Some disposition instructions are no longer applicable, and new items should be added to comply with destruction standards of [] There is also a need for further evaluation of records to determine what categories are of permanent, archival value. One such category, the minutes and other documentation of the Directors' daily Staff meetings, do not appear on the present schedule, and no formal decision exists regarding their final disposition.

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D. PREPARE A TRAINING SCHEDULE

The Chief of the Executive Registry is also Area Records Officer for the immediate Office of the Director. He is a working supervisor who must have a good knowledge of records management techniques relating to mail and files operations, equipment utilization as well as records scheduling, evaluation, destruction and retirement. For self improvement, and in order to keep abreast in the expanding field of records management, the Chief and his deputy should take training courses pertinent to their work. To equalize the workload, a training schedule should be prepared covering Agency and GSA courses. Among Agency courses those in basic supervision and the writing workshops should be included. GSA offers workshops in the management of mail, correspondence and forms; records disposition and an overall records management workshop.

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E. HIRE OLDER, EXPERIENCED PERSONNEL

The rate of personnel turnover noted in the survey of 1958 remains a problem. An effort should be made to procure older men or women with experience who have achieved and accepted their level of competence, and who would feel satisfaction in working for top Agency officials. The trend toward hiring of older clerical workers has been underway for some years in the business world and good results have been reported.

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F. PREPARE WORK LOAD STATISTICS TO DETERMINE MANPOWER REQUIREMENTS

1. Work load statistics are not kept by the Registry, and without these no definite conclusions can be reached as to manpower needs. During the course of the survey, the Chief of Executive Registry compiled statistics for a one week period. (Attachment A). This is not a sufficient period of time to secure a reliable projection of the yearly work-load. However, considering only documents logged in and out during this week, Executive Registry is handling 4% more items than a [] registry charged with 8 positions. This registry handles only cables and dispatches and does no logging.
2. Overtime in Executive Registry is used for required daily and Saturday coverage and amounts to 23 hours per week. Overtime in 4 [] registries recently studied ranged from 40 to 5 hours per week.
3. Statistics on documents logged in and out and reference requests serviced should be maintained on a monthly basis and reported to the Special Assistant in charge of the Registry. Over a period of time, such statistics can be more significantly related to manpower requirements.

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ATTACHMENT A

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Executive Registry Workload

16-22 May 1963

<u>Date</u>	<u>Documents (In-Out)</u>	<u>Research Requests</u>	<u>Special Material and FILES ONLY (In-Out)</u>
5-16-63	646	37	77
5-17-63	455	27	65
5-20-63	401	34	43
5-21-63	433	46	51
5-22-63	388	31	60
	2323 for 5 days.	175 for 5 days.	296 for 5 days.
	464 for 1 da.	35 for 1 da.	59 for 1 da.
	58 for 1 hr.	4 for 1 hr.	7 for 1 hr.

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